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ABSTRACT

This booklet is a manual for those who are interested in organizing and negotiating for employer-supported child care benefits. The booklet includes information on various options for employer support of child care, such as flexible work schedules, employer subsidies of child care expenses, on-site child care, and child care networks. Important steps for developing a strategy to organize support for child care benefits are presented. In addition, experiences of others who have successfully won child care and other work or family benefits through the collective bargaining process are included. (PCB)

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Babies and Bargaining:

Working Parents Take Action

A Manual on Bargaining for Work and Family Issues

By Mindy Fried

Published by
The Arnold M. Dubin
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Southeastern Massachusetts
University

Erica Bronstein, Director

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Ellen Shub

Introduction

Working parents form the strong foundation of the Massachusetts economy. Throughout our history, working women and men have played a leading role in ensuring that their rights as workers are being met. This booklet reflects the increasing involvement of union and employee groups in the effort to increase the availability of affordable, quality child care in the Commonwealth. I applaud that effort and welcome this group as another partner in our work to create a comprehensive child care system.

Governor Michael S. Dukakis

This booklet is an "action manual" for those who are interested in organizing and negotiating for employer-supported child care benefits. It is aimed at those who are just beginning as well as those who have already begun the process. This booklet includes information on choosing the appropriate option for your workplace and developing a plan to make it happen. It also includes the experiences of others who have successfully won child care and other work/family benefits through the collective bargaining process. Their stories say one thing loud and clear: You can do it too!

There are now a number of very exciting, successful efforts in which union-initiated child care programs and benefits have been won through the collective bargaining process. Many of them reflect collaborations among labor, management, local or state government, and the child care community. Following are but a few examples (For further detail, see case profiles.):

• In 1981, Local 285 of the Service Employees International Union successfully negotiated with Boston's Department of Health and Hospitals to create a child care center for infants and toddlers at Boston City Hospital;

• In 1985, the Amalgamated Clothing and Textile Workers Union in Massachusetts joined a consortium with Grieco Bros. and others to finance an on-site day care center in Lawrence, Massachusetts;

• In 1986, Service Employees International Union Locals 509 and 285, and AFSCME Council 93, which represent state workers, negotiated $150,000 (for a three year period) from the Massachusetts state budget to be applied towards child care initiatives. The unions are interested in instituting a Dependent Care Assistance Plan, as well as opening a new day care center in a state-owned facility;

• In 1987, the United Food and Commercial Workers Union, Local 1445 was successful in getting Filene's Department Store in Massachusetts to participate in a Dependent Care Assistance Plan; and

• In 1985, the Communication Workers of America were successful in negotiating a contract with Pacific Northwest Bell that included funding for Child Care Resource and Referral services in the Northwest U.S.

These innovative efforts are not happening in a vacuum. Union involvement in child-care programs is a response to the new realities facing the American family. In the last 15 years, there have been major changes in the nature of the workforce. Today, more than half of all mothers of pre-school children work outside the home. One out of six families is headed by a single mother whose working wage is crucial to maintain family self-sufficiency. And the majority of two-parent families would be living in poverty if both parents were not working.

Working parents need high quality, affordable child care that is accessible to their home and/or workplace. Without it, many families are unable to maintain stable employment or a decent

standard of living. Yet child care is extremely costly, representing the fourth largest expense for working families after food, housing, and taxes.

As the need for child care increases, so does the shortage of care. Since federal funds have been cut, employers are increasingly being asked to foot the bill or at least pick up the slack. Currently, approximately 3,500 of the nation's 6 million employers provide some form of child care benefit for their workers. This is up from about 100 employers in 1978. In Massachusetts, 100 employers now provide some form of child care benefit (See Appendix G).

While most of these efforts, both nationally and statewide, are not union-initiated, unions are increasingly becoming involved.

States Nancy Mills from SEIU Local 285:

Work and family issues must be addressed by the labor movement if we are to meet the most pressing needs of working parents. These issues cannot be left for each family to deal with as a private matter. Issues like child care and parental leave must be fought over the negotiating table alongside of wages. A move in this direction would not only benefit working parents, it would give new life and vitality to the labor movement as a way to organize the unorganized. Ultimately, we must fight for a governmental policy that establishes child care as a universal right for all parents.

The labor movement has a key role in the struggle for quality, affordable child care for working parents. Unions have historically been leaders in the movement for social and economic justice. Negotiating for a work and family agenda keeps that tradition alive.

States Arthur Osborn, President, Massachusetts AFL-CIO:

The strength of the trade union movement has always been the family. As changing times and economic need bring about more single parents or two parents working, labor must recognize and answer their concerns. Working people have won all the rights we now enjoy through unions and the collective bargaining process. The union contract has always represented the best for the family, and child care clauses will continue the tradition of family first in organized labor.

The format of *Babies and Bargaining* is designed to help you organize within your unions as well as "build your case" with management. Our hope is that this information will stimulate many more such efforts to create programs and policies at the workplace that respect family needs.

The strength of the trade union movement has always been the family. As changing times and economic need bring about more single parents or two parents working, labor must recognize and answer their concerns. Working people have won all the rights we now enjoy through unions and the collective bargaining process. The union contract has always represented the best for the family, and child care clauses will continue the tradition of family first in organized labor.

Arthur Osborn, President, Massachusetts AFL-CIO

Barbara Doherty

Major Types of Child Care and Their Cost

CLUW has recognized that child care is one of the key issues for working mothers. With the growing number of working mothers, it's the issue of the times. We have to bargain for child care so that mothers don't have to make choices between work and quality care for the children.

Joanie Parker, President,
Greater Boston Chapter of the Coalition of Labor Union Women (CLUW)

What are the major types of child care and what is the current supply?

About one-half of all families needing child care have access to relative care. The remainder choose "market care" in the community, with 22% choosing family day care, 16% in day care centers, and 5.5% in in-home care.

• **Center-based care** is child care which includes full day programs (day care centers) and nursery schools (part-day, usually for 3-4 year-olds). Centers serve infants, toddlers, and pre-school and school-age children.

In Massachusetts, there are approximately 1,870 centers with approximately 89,560 children enrolled.

• **Family day care** is child care which is provided regularly in a home other than the child's own for children ages one month to fourteen years old. Providers must register with the Office for Children and may care for up to six children. Most family day care is done by independent day care providers. Some family day care is provided as part of a family day care system (network).

There are approximately 9,523 family day care homes serving approximately 44,381 children in Massachusetts.

Out of this total, approximately 24,000 receive state-subsidized child care.

In addition, parents may use other forms of care, such as in-home care, relative care, and school age child care. In-home care—care in which a caretaker provides care in the child's home—is very expensive and scarce. The caretaker is the employee of the parent. School age child care programs are run before or after school by schools and other public and community agencies, such as YM and YWCA's, Boys and Girls Clubs, and settlement houses.

What does child care cost?

The costs of care vary with the numbers and ages of children needing care, the type of care chosen, and the number of hours care is provided. Generally, infant and toddler care are more expensive than pre-school care. Center-based child care is often more expensive than family day care. And generally, school-age care is the least expensive of child care programs. Child care can amount to well over 10% of a family's budget. The average union family earns $20,000 to $50,000 annually. Families in this middle-income range are hit hard by the costs of child care, because they are often without a subsidy from employers or the government.

There are a number of factors that determine the cost of child care: the wages of child care workers, quality factors such as group size, staff/child ratio, staff qualifications, and training. Personnel costs often amount to 70-80% of a child care program's budget. The interrelationship between worker wages, parent tuition, and quality factors has often been called "the trilemma." If one problem is dealt with in isolation, the other two problems are made worse.

Approximate Child Care Fees

(by geographical area, as of July, 1986)

Center-based

		Greater Boston	New Bedford Area	Greater Lawrence	Holyoke Springfield Northampton
Infant care	yearly	$5,304-9,256	$6,240	$3,380-6,500	$3,900-7,020
(1 mo.-15 mo.)	weekly	$105-178	$120	$65-125	$75-135
Toddler care	yearly	$6,136-8,216	$3,380-3,900	$3,380-5,980	$3,640-5,200
(15 mo.-2.9 yrs.)	weekly	$118-158	$65-75	$65-115	$70-100
Pre-school care	yearly	$2,600-6,240	$2,080-4,160	$2,860-4,160	$2,600-4,940
(2.9 yrs.-school-age)	weekly	$50-120	$40-80	$55-80	$50-95
School-age care	yearly	$1,040-3,120	$1,872-2,392	$1,300-2,600	$780-2,340
(5 or 6-14 yrs.)	weekly	$20-60	$36-46	$25-50	$15-45

Family Day Care

(based on 50 hours per week)

		Greater Boston	New Bedford Area	Greater Lawrence	Holyoke Springfield Northampton
1 mo.-14 yrs.	yearly	$2,600-10,400	$2,080-4,160	$3,900-10,400	$2,600-9,100
	weekly	$50-200	$40-80	$75-200	$50-175

Source: Affordability Sub-Committee of the Governor's Day Care Advisory Committee.

Paula Xavier

Options for Employer Support of Child Care

What makes the most sense for your workplace?

Summary

- *Informational Programs*
- *Leave Policies and Flexible Work Schedules*
- *Employer Subsidies of Employees' Child Care Expenses*
- *Increasing the Availability of Quality Child Care Services*
- *Employers and Unions Advocating for Child Care Legislation*

Child Care Options for Employers

Informational Programs
- Parent Education Seminars
- Child Care Resource and Referral Services

Leave Policies and Flexible Work Schedules
- Flexible work hours
- Job Sharing
- Part-time positions with benefits
- Sick leave to care for sick family member
- Parental leave

Employer Subsidies of Employees' Child Care Expenses
- Vouchers
- Purchasing slots in the community
- School age child care
- Dependent Care Assistance Plan
  salary reduction
  child care assistance fund
  flexible benefit plan

Increasing the Availability of Quality Child Care Services
- On- or near-site child care
- Consortium model
- Family day care system

Employers Advocating for Legislation

See Appendix E for sample contract language.

There are a range of options for employer support which require varying degrees of commitment and funding. Here is a brief description of each option with a look at the pros and cons. For a list of employer-supported child care programs in Massachusetts, see Appendix G.

1. Informational Programs

Parent Education Programs

Employers may choose to bring a child care expert to the worksite to discuss child care options, how to select quality child care, cost of care, parenting skills, etc.

PROS:
- Parents can learn some important information about child care.
- Parent Education Programs can be used as a first step towards developing an organized body that can press for a more significant child care option from the employer.
- Parent needs for child care can be assessed.
- Planning and start-up for the employer are minimal.
- Such programs can establish peer support for parenting.

CONS:
- There is the obvious limitation if the information is presented as a one- or two-shot deal.

Some agencies which provide parent education programs are: Center for Parenting Studies, Wheelock College, Boston; Child Care Resource and Referral Agencies (See Appendix H); C.O.P.E., Boston.

Child Care Resource and Referral Services

Finding child care can be a very exasperating process. Parents often need assistance in locating a quality, affordable program that has an available opening. Child Care Resource and Referral (CCRR) Agencies are located throughout Massachusetts (See Appendix H) to provide such assistance. An employer may contract with an existing CCRR Agency to provide workshops on selecting child care, to actually assist parents in the process of finding care, as well as develop additional child care resources.

PROS:
- CCRR agencies make existing child care services more accessible to families.
- CCRR agencies are usually required by the employer and the union to stimulate new child care.
- CCRR's respect the right of working parents to choose the kind of care they find most appropriate to their needs, as well as the location and the provider.
- CCRR's entail relatively low start-up, low maintenance cost, and short set-up time.
- If earmarked for the employee, employers may deduct CCRR services as a business deduction. If it is open to the community-at-large, it may be considered a charitable deduction.

Communication Workers of America and Pacific Northwest Bell's Resource and Referral Service

For a number of years, the Communication Workers of America (CWA) in Oregon, Montana, and Alaska, pushed to negotiate for a child care benefit with AT&T. "The problem was resistance from the company because they didn't perceive the need," states Sue Pisha, CWA staffer. But in 1985, the union was successful in negotiating a contract with Pacific Northwest Bell that included the funding of a pilot Child Care Resource and Referral service and parenting seminars for employees. The cost? $10,000.

How did the company wake up to the need after many years of Pisha's insistent pressure? "An awful lot was falling on deaf ears," she states. "My early approach was 'you've got to provide on-site centers.' The company said no way in hell would they take on the liability. They had no facilities for a center." Pisha then found a woman manager who would listen.

Pisha represents many single parents, with a very high proportion of women. They work non-traditional jobs, and are often called on to do emergency service work for the phone company. Management saw that a child care program would benefit the company by supporting a more stabilized workforce, while providing a major support to working parents.

The Child Care Resource and Referral Agency was required to submit quarterly reports on service utilization and unmet need for child care services. Strengthened by this information, the union approached contract negotiations in 1986 with stronger demands and were again very successful. They won several of their proposals, including a Joint Labor-Management Child Care Committee, an agreement to expand the resource and referral service throughout the company, and the hiring of a child development specialist who would provide consultation to employees. The cost? Over $200,000 for a three-year period, to be shared by the company and the union.

Pisha draws some crucial lessons from this experience. Because the company has such a high profile on these benefits, she states, "It's hard to make people understand it was negotiated by the union." Pisha stresses the importance of getting this message across to the members. The union is now looking forward to a report from the Child Care Committee as they prepare for the 1989 negotiations.

Case Profile

CONS:

- If CCRR Agencies are not required by employers and the union to stimulate new care, the system is limited by the inadequacies of the current supply.
- There must be a commitment by the union and/or the employer to publicize the availability of the service or it may be underutilized.

2. Leave Policies and Flexible Work Schedules

One of the simplest ways to address work and family issues for workers is through leave policies and flexible work schedules that support the integration of work and family life.

Flexible Work Hours
Flexible work hours enable workers to vary the schedule of their workday to meet their needs. This may involve starting work earlier or later, or splitting their workshift, while still working full-time.

Job Sharing
Job sharing allows two people to share one position. An important concern is that both workers need to receive fringe benefits.

Part-time Positions with Benefits
Employers can develop part-time positions with benefits that maintain the same seniority or career orientation as full-time employment. While this may be a very positive option for some working parents, particularly those returning from maternity or paternity leave, it would only be viable for those with the economic flexibility to earn a partial income.

Sick Leave Time
Employers can create sick leave time for working parents who need to care for a sick family member, including a young child. Even parents who have good child care arrangements find it difficult to make arrangements to care for a sick child. Parents need contract language that explicitly guarantees the right to use sick time to care for sick children.

Parental Leave
Maternity and paternity leave, called parental leave when applied to both parents interchangeably, is perhaps the most important personnel policy affecting families. This policy should also apply to adoptive parents.

Over one hundred countries throughout the world have policies which guarantee working mothers the right to some time off for childbirth. This includes nearly every industrial nation, with the exception of South Africa and our own country, where 60% of working women do not have any job-protected maternity leave. There is a strong movement in the U.S. to pass legislation which would institute such a policy (See Building an Advocacy Agenda).

Service Employees International Union (SEIU) 285 and Leave Policies

SEIU Local 285 represents 10,000 workers in 72 contracts. States Nancy Mills, Executive Director, "The Local has a series of some work/family issues in each contract." A roster of SEIU's accomplishments is impressive. They have won maternity leave in all their contracts, and paternity leave in many of them. In one-third of their contracts, the employer pays health insurance while on leave, and SEIU is fighting to extend this benefit to all their contracts. They have also won the right to use sick leave to care for sick children, and in four contracts they have won the right to return on a part-time basis after maternity leave.

Other unions that have won leave policies and flexible work schedules include:

- United Food and Commercial Workers Union, Local 1445's contract with Bradlee's includes maternity leave;
- SEIU Local 715's contract with Santa Clara County includes the option of 4 ten-hour days or 9 nine-hour days with an extra day off every other week, job sharing with prorated benefits, and 13 weeks of protected benefits during maternity leave;
- The Newspaper Guild's contract with the Bureau of National Affairs includes the option to use sick leave to care for sick children.

Case Profile

3. Employer Subsidies of Employees' Child Care Expenses

Most working parents cannot afford the full cost of high quality child care services. There are a variety of government subsidies available (See Appendix D) but these subsidies are limited. All eyes are now turning to employers to take a larger share of fiscal responsibility for supporting parents' child care needs.

The two ways in which employers have traditionally helped to pay for child care are by providing employees with vouchers and by purchasing child care slots in community-based child care programs, which they can then make available to their employees at a discount.

Voucher Program

A voucher refers to a coupon given to the employee which is worth a specified amount towards the purchase of child care from any child care provider they choose. The employer may partially or fully fund the cost of care, and it is frequently the worker's income and/or family size that determines the amount of employee subsidy. A vendor-voucher type of program involves a prior agreement with the providers.

PROS:

- Parents may choose the care they prefer based on location, hours of operation, philosophy of program, and general quality of program.
- The cost of care is defrayed.
- It is attractive to some employers who have scattered worksites and want to respond to workers from a broad geographical area.
- It does not require capital investment or start-up costs, or any management responsibilities. Employers may also be viewed favorably for supporting existing community programs.

Polaroid Corporation and Zayre's and their Voucher Programs (Non-union examples)

The Polaroid Corporation has what is considered model voucher program which has been in effect for 17 years. Employees whose family earns a combined income of less than $30,000 are eligible to receive this subsidy at a sliding-fee rate which ranges from a 20% to an 80% subsidy. The amount of subsidy is based on total family income and the number of members in the employee's family. For example, a family of 2-3 persons earning a total of $15,500 would have 60% of their child care costs subsidized by Polaroid. A family of 4-5 persons earning the same income would have 70% of their child care costs subsidized. A family of 2-3 persons earning $30,000 would have 20% of their child costs subsidized, and as this family grew to 4-5 persons, the subsidy would grow to 30%. The employee chooses a child care arrangement and Polaroid sends the subsidy directly to the provider.

According to Verna Brookins who initiated the voucher program, "For the Polaroid Corporation, the voucher program was foreseen as the correct method for addressing our employees' child care needs. Over the 17 years, it has served employees from Boston to Fall River and in a seven-state distribution area, and has allowed those employees to care for their children in the towns where they live. It has been superb for us."

Zayre's also has a voucher program. Employees who have worked for the company for six months are eligible for a $20/week subsidy toward the cost of their child care for children up to age five. Workers provide weekly verification from child care providers and the subsidy is then added to their net pay each week. This program is available only to Zayre employees who work at their home office in Framingham.

Case Profile

A special note on School Age Child Care

School age child care (SACC) programs are most often run by schools and other public agencies, neighborhood cultural centers,and independent community-based agencies, such as YM and YWCA's, Boys and Girls Clubs, and settlement houses. Generally, SACC programs are recreational in nature, although many also include programs such as tutoring.

Funding sources for SACC programs vary. Often SACC programs must combine state and private dollars in order to survive. Employers could purchase slots or provide vouchers in SACC programs for their employees.

• If the payments are made under the terms of a plan that meets the requirements of Section 129 of the Internal Revenue Code, the amounts are deductible to the employer as employee benefits expense and are non-taxable to the employee.
• There is no liability for the employer.

CONS:
• There may not be accessible child care available.
• There is a certain amount of paperwork which must be done by the company.

Purchasing Slots

Employers may also purchase slots in community-based child care programs and offer them to workers at a discount. For example, the Darwood Manufacturing Company, an ACTWU shop in Fall River, subsidized a number of slots in a non-profit pre-school program in the area. The company then offered these slots to its employees at a graduated discount based on the worker's income.

Service Employees International Union (SEIU) Local 715 and Santa Clara County, California: Creating Before and After-School Child Care

"It was orchestrated beautifully," states Cherie Compton, union representative on a Joint Child Care Committee of SEIU Local 715 and Santa Clara County government. Compton was referring to the organizing strategy the union pursued to create an innovative before- and after-school program for union members who worked for the County.

Prior to contract negotiations in 1983, the union did a survey of employees in one large County office building complex to assess the need for child care. They discovered a very high concern for child care in the early morning and afternoon hours. In the negotiations with the Santa Clara County government, the union won language in a side letter to their contract stating a Joint Local 715/ County Child Care Committee would "meet and confer regarding the creation and implementation of a child care program for County workers at *no cost to the County.*"

What followed after this was the creation and implementation of a very clever collaboration which involved the local school district, the YWCA, the County, and the union.

At this time, enrollment was down in the local school district, and the school district needed money. The Joint Committee went to school committee meetings to present their idea: the school would keep their doors open in the early morning and afternoon hours. During that time, there would be a child care program using the space. Parents working near the school whose children were enrolled in other school districts would transfer their children into this school district. In return, the school district would get more money due to increased enrollment.

The school committee was won over to the idea, and the next step was to find an organization to run the program. The Child Care Committee chose the YWCA to carry it out. The program is now fully functioning. It runs from 6:30 a.m. to 6:00 p.m., serving 70 children. The entire cost is absorbed by the parents. In addition to the school year, the center provides a full day program during school vacation weeks as well as a summer program.

States Compton, "There was so much energy and positive response from union members and staff, and the County feels positive about it." The program has been deemed by all a true success and this first center has spawned the creation of others.

Working on child care has brought other gains for the union. States Compton, "This benefit makes people feel more significant in the local. People come to meetings because of the child care issue. Other things are discussed at meetings too, and people become involved in the union."

The union also had an unexpected victory: unorganized county cafeteria and custodial workers, impressed with the union's efforts around child care, became new SEIU members.

Case Profile

PROS:
- The cost of child care is subsidized for workers.
- It does not require capital investment, management, or administrative responsibility, and protects the company from perceived liability problems.
- The option is deductible to the employer as a business expense.

CONS:
- If the purchase of slots is limited to one or a few child care programs, it may not meet the needs of some families and some children.
- In choosing a program, some employers may not solicit input, or may not select the highest quality programs.

• Child care slots may be unavailable if employers do not reserve them in advance for the coming year.
• It is difficult to estimate utilization in advance. Therefore the slots may be purchased and not initially utilized.

Dependent Care Assistance Plan (DCAP's)

Section 125 of the Internal Revenue Code creates a mechanism by which employers may offer employees a choice of taxable and non-taxable benefits to suit their individual needs. A Dependent Care Assistance Plan, also referred to as "a reimbursement account" or "a salary reduction plan," allows employees the *option* of setting aside a portion of their wages in an untaxed account to pay for their dependent care costs. A DCAP allows an employer to subsidize some child care expenses for workers at little or no cost to the employer.

How A DCAP Works:

DCAP's allow employees to use UNTAXED salary dollars to pay for their child care or other dependent care expenses.

A DCAP allows employees to have a portion of their salaries put aside by their employer in an untaxed reimbursement account. After incurring the expenses, paying the dependent care bills and presenting a receipt, the employee is reimbursed with untaxed dollars from the account.

Employees who are part of a DCAP thus reduce their gross income, but save on federal and state income taxes and social security contributions on the salary they use for dependent care services.

How DCAP's Get Implemented:

The employer must develop a legal document describing the DCAP and has to annually file a Form 5500. The employer must make the DCAP available to all employees, and must set up the administrative system to implement the plan. The administrative expense of the DCAP may be covered by the employer's savings on the cumulative taxes of the employees' salary reductions. The costs of implementing the DCAP are also tax-deductible as a business expense.

A DCAP option is most beneficial for those families who earn $20,000 or more. Here is a hypothetical example of how a DCAP affects an employee's salary:

	With DCAP	Without DCAP
Gross pay	$20,000	$20,000
DCAP Reduction for child care benefit	-4,226	no reduction
Adjusted Gross	15,774	20,000
Tax (30%)	-4,732	-6,000
Net pay	11,042	14,000
DCAP Reimbursement for child care benefit	+4,226	no reimbursement
Total	$15,268	$14,000
Difference =	$1,128	

United Food and Commercial Workers Union (UFCW) Local 1445 and Filene's Department Store and their Dependent Care Assistance Plan

In July, 1987, workers from Filene's Department Store began signing up to have access to benefits provided by the company's new Dependent Care Assistance Plan. According to Business Agent Beppie McNally, this has been a three-year struggle. "We were constantly bringing child care up to the company. We spearheaded it by bringing it up in proposals in the last negotiations. Finally, (the company) heard it." It wasn't until after negotiations that the company decided to establish the DCAP, and as McNally says, "They went on their own with it." McNally emphasizes that it was the union's "constant conversations" with the company about child care and the option of establishing a DCAP that led the company to take action. She adds that, "This is at minimum cost to the employer."

DCAP's have also been negotiated by SEIU 285 with Oxfam America, Family Services Association of Greater Boston, Marlborough Hospital, South Shore Hospital, and SEIU's union staff.

Case Profile

The Tax Reform Act of 1987 amends DCAP's by capping the total amount of salary reduction at $5,000 for single and married individuals filing a joint return and $2,500 for married couples filing separately.

Employees covered by a DCAP can use the federal child care tax credit in addition to the DCAP. However, expenses can only be claimed once. For example, someone with $6,000 in expenses could take $5,000 through a DCAP and $1,000 in federal tax credit.

For workers earning under $20,000, the federal child care tax credit is more advantageous than a DCAP. Under the credit, an individual may claim 10-30% of their child care costs, and may be credited with a maximum of $2,400 for one child and $4,800 for two or more children (See Appendix D, page 43).

The one aspect of a DCAP which can be tricky for some workers is the "use it or lose it" clause. An employee must estimate in advance the amount of dependent care expense for a year and state the actual amount their salary is to be reduced. Once this estimate is made, a change in heart will do no good unless the employee has a "change in family status." If the estimate is more than the actual cost of care, that amount is forfeited. Some working parents choose to be conservative in their estimate, and use the dependent care tax credit for the cost of child care which is over their estimate.

PROS:

- The DCAP is a very cost-effective option for employers.
- Workers don't pay taxes on the portion of their salary deducted to pay for child care costs.
- Because DCAP's can also fund uninsured health care expenses including dental and vision as well as all kinds of dependent care expenses, they can benefit a broader range of employees than those interested solely in child care.
- Employers are not required to pay Social Security or Federal Unemployment Insurance for child care expenses they subsidize, and they can deduct these benefits paid on behalf of their employees as a legitimate business expense.

CONS:
• Certain workers with unpredictable work hours may find it difficult to accurately estimate the cost of child care to be deducted. With the "use it or lose it" clause: if the working parent does not use the deducted amount for child care, s/he will lose the salary.
• Generally, an employee must earn over $20,000 a year to benefit from DCAP's.

Sources: "A Summary of Dependent Care Assistance Plans," a publication of the Executive Office of Economic Affairs; article on Child Care Options, Sue Velleman; material by Gwen Morgan.

Child Care Assistance Fund

An employer who sets up a Child Care Assistance Fund contributes dollars into a fund, generally managed by the company's personnel office. Money can be allotted to employees to cover some portion of their child care costs, or can be sent directly to the providers. The dollars that the employer contributes are tax-deductible and the employee is not required to pay taxes on the child care subsidy s/he receives as a benefit.

Flexible Benefit Plan

A "cafeteria" or "flexible benefit plan" allows workers to select from a "menu" of benefit options that the employer has established. These plans *could* include such things as health insurance, legal services, or child care benefits. In 1984, there were an estimated 600 flexible benefit plans in major corporations and 50-75% of them included a Dependent Care Assistance Plan as one of the benefits available.

PROS:
• For a two-parent family, a flexible benefit plan is a positive option because it eliminates duplicate benefits as long as one parent has access to a family health insurance plan, thus providing for basic protections as well as providing for access to such other options such as day care.

CONS:
• Of course, the corollary to the PRO stated above is that for a single parent family, the parent might have to choose between basic protections such as health care and a needed service such as child care.

4. Increasing the Availability of Quality Child Care Services

On-site Child Care

Thanks to Dolly Parton and Jane Fonda in the film "9 to 5," employer-supported child care conjures up images of a bright and shiny on-site program in an office setting. While on-site child care is the favored option for some, it is not necessarily the most appropriate option for many workers or employers. Nor is it the most prevalent option that employers provide for their workers.

On-site child care has had several hey-days, including the early 1940's when women were drawn into the work force en masse to fuel war-related industries. At that time, federal funding was made available for the creation of day care centers, and was then retracted following the war when women were encouraged

to return to the home. In the 1960's, employers became interested again in child care, as women began to return to the workforce in more significant numbers. A small number of worksite centers were funded, this time without subsidy from the government. Some of these still exist.

Today there is a resurgence of on-site and near-site child care. There are hundreds of such programs throughout the country, with the bulk of them affiliated with hospitals. These programs primarily serve the children of employees, although many of them enroll children from the community as well.

The child care center may be organized in several ways. It may be:

- Owned by the company and operated as a separate department or part of an existing department. Day care staff become company employees;
- Organized as a separate profit-making subsidiary of the company;
- Ceated as a separate non-profit or for-profit corporation;
- Established in consortium with other employers, again as a separate non-profit agency;
- Contracted out to a community-based, non-profit organization or a for-profit management company which fully manages the program;
- A parent-controlled, not-for-profit corporation.

Perhaps the creation of an on- or near-site program is the most controversial of all the options. Each of these different models has pros and cons. Clearly, a child care center is the most costly option, and the question for both employers and workers is whether the benefits outweigh the costs.

PROS:

- Convenient for working parents who easily bring their children to the program and can visit them during the day.
- Often, if subsidized by the employer after initial start-up, programs may be affordable.
- Child care workers can be members of the same union as other workers, with the same range of salary and benefits. This may offset high staff turnover, a common problem in child care.
- If there is a Governing Board of the center, working parents can press to be represented in order to affect policies of the center.
- This option may reduce absenteeism, tardiness, turnover, and in general would help recruit and maintain a stable workforce.
- From the employer's perspective, this option may project a positive image in the community.
- Employers can deduct capital costs of start-up as a business expense.

CONS:

- Workers may be reticent to file grievances or organize around other worker issues (i.e., pay equity, benefits) because of the fear of losing a stable child care situation.
- This arrangement could possibly give employers direct control over center policies if there is not a vehicle for parent and union input (i.e., Governing Board).
- If there is not an adequate supply of young children of employees needing care, the center could be underutilized.

COST OF CHILD CARE BENEFITS

	Start-up costs	Operating costs
Resource and Referral	Some development costs to buy into the system and stimulate care in targeted areas.	$4-8 per employee/year
Parenting Seminars		$150-250/per seminar
Family Day Care	About $30,000 to start a family day care system for 40 children	Ongoing administrative costs are $50,000 for 40 children (i.e. administration of system, training providers). Additionally there is fee for service charged by provider.
On-Site	$50,000-150,000	$200,000 annually for 50 preschoolers.

(Boston area)

Excerpted from *Child Care Options for the Workplace*, Executive Office of Labor.

SEIU Local 285 and Boston City Hospital's Day Care Center

"It was a struggle," states Cynthia Harris, SEIU Local 285 member and one of the original organizers of the Boston City Hospital day care center and a member of the Joint Labor-Management Child Care Committee. "I thought it would be great to have child care on-the-job." At the time, Harris had a pre-school age child. This was 1979. By the time the door of the center actually opened in 1981, her child was well-beyond day care age. "At one point when I knew my son wouldn't get in, I felt frustrated and depressed. But then I realized that there were others coming behind me who would reap the benefits."

The organizing effort was fueled by the union's discovery of an unused child care center which the hospital was tearing down to make space for the Trustees' Office. This discovery became a pressure point with the hospital administration, called the Department of Health and Hospitals (DH and H). "We couldn't get them to stop the demolition," states Harris, "but we did get a day care center put into the contract. The bottom line is they felt guilty."

The union did all the groundwork for the center, which included finding a local child care center to manage the hospital-based program, researching the OFC regulations, and soliciting funds for start-up.

The union sub-contracted with a local program called Infants and Other People which provides administrative support to the center. DH and H covers the cost of rent, utilities, and overhead. The majority of the remaining costs come from parent fees, which are $155 for infants and $125 for toddlers. This high cost presents a problem for many union employees who earn too much to qualify for state subsidy (which fund the majority of slots) but not enough to afford the high cost of care. But infant and toddler care is the most expensive of all child care programs due to need for a high staff/child ratio.

Nonetheless, the union takes pride in this center. States union representative Peter Hardie, "It is an ideal situation...We think of it as our center. For us it's something we can say to members as a positive thing." Since the creation of the center, AFSCME Council 93 and the House Officers Association have also joined the Child Care Committee and have participated in fund-raising activities for the center.

The biggest drawback is the center's small size. There are 5,000 eligible employees and the center has only 16 slots. In addition to more space, the union would like the hospital to subsidize the cost of care. Many members cannot take advantage of the center because of the expense.

Hardie sees child care as an ongoing struggle. "Like everything else, when you think about organizing, not only do you have to have a committee pushing an issue, the committee has to continue to regenerate itself throughout the whole thing. The main thing is to continue to have parents active...to keep the issue alive... to push for more slots...to fight a certain backlash among some of your members who don't think it's a big issue."

States parent and SEIU 285 member Ify Izuchi, "What the union did here is great!"

Case Profile

NOTE:
If services are purchased from a non-profit Child Care agency in the community, the liability for the employer is reduced. If the employer establishes a non-profit corporation for the program, that corporation may be liable if an injury occurs. The company can purchase liability insurance if the center remains a part of the company.

liveable wage, the cost of care may be higher than in most centers. These high costs could be passed on to consumers of care or to the employer. Without adequate outside subsidy (i.e., state funding, private foundation monies), the employer may not find the center cost-beneficial over time
- Employers are concerned that they would be liable if an injury to a child occurred at the center (See note at left).
- Because of slow start-up, employers may not see this option as cost-effective.

Amalgamated Clothing and Textile Workers and Grieco Bros. On-Site Day Care Center

Nestled in a warehouse that manufactures Southwick suits lies a child care center which serves employees' children. Unlike other employer-supported centers, the Merrimack River Child Care Center is not the result of a long protracted struggle between union and management. Rather, it is a center that was blessed with an eager employer who needed to stabilize his labor force, perfect timing for state support, and a union that was ready to take the leap to support a child care initiative.

In fall, 1984, Tony Sapienza, Vice President of Grieco Bros., hired two consultants to assess the need for child care in his company. He was concerned about employee turnover with newly hired workers, and set out to create a "corporate strategy" that would build loyalty to the company. The liability issue, a serious barrier for many employers, did not deter Sapienza. "As a manufacturer, I face liability issues every single day."

The union played a significant role in helping to fund the center, as well as in gaining support from all workers, including those who had no children. Ultimately, the union membership voted to contribute one penny an hour for an entire year, totalling $20 per worker. The grand total came to $20,000 for start-up of the new child care center.

Ed Clark, International Vice President of Amalgamated Clothing and Textile Workers Union (ACTWU) states that:

"ACTWU has a history of involvement with families' child care needs. Child care is now an area in which unions should take leadership positions for their members. We hope that this combined union and management effort will serve as an example for other unions. "

Grieco Bros. created a non-profit social service agency to run the center, and the gala opening was in early 1986. In addition to $20,000 from the union, Grieco Bros. gave $60,000 for start-up; Polo Clothing Company gave $10,000; and Lawrence General Hospital gave $3,000. Other monies came from the city of Lawrence, the Massachusetts Industrial Finance Agency, the Department of Social Services, and a variety of private foundations, including Stevens Foundation, Webster Foundation, and Charlotte Home. The total cost of start-up was $140,000.

The staff of the center has a very low turnover rate, no doubt partially due to the relatively good salaries for child care. While the cost of care is difficult for many parents (i.e., $120 for toddlers; $87.50 for pre-schoolers), the center has state subsidized slots and vouchers from the Department of Public Welfare.

States the director, "the center is great for employee morale. People wear our t-shirts in the factory, even people without kids here. There's a sense of ownership. Definitely the pros outweigh the cons." Her advice to others looking into the start-up of a child care center is: "Even though it takes so long to get off the ground, don't give up."

Case Profile

A special note on the Consortium model

In a consortium arrangement, groups of employers work together to develop and support a child care program. The site might be centrally located either near the worksite, in an industrial park, in a downtown business district, or in a neighborhood where employees live. Because of the shared responsibility, costs of starting up and operating the center are reduced for each employer. Employers may choose among the options presented above for ways to organize a child care center. Consortia may also support information and referral programs as well as family day care homes.

• Increased funding for statewide resource and referral programs

Child Care Resource and Referral Programs work to address issues of affordability, child care supply, and the quality and accessibility of care in their communities.

• Parental leave policy

As this book goes to press, there are several important legislative efforts to establish parental leave policies at both the state and national level. While the proposed bills differ in certain respects, most provide both mothers and fathers a specified number of weeks of protected leave for the birth or adoption of a child. This leave may be paid, unpaid, or partially paid. Some bills provide for maintenance of health benefits throughout the leave period, and protect the parent's return to her/his previous job or a similar job at the same pay and benefits with no loss of seniority.

A key provision in the current Massachusetts parenting leave bill is that it allows for a collective bargaining agreement or company policy to surpass its benefits. Thus it provides a minimum level that would apply to all new parents, with room to expand the policy through contract negotiations.

Conclusion

Child care is an issue which is now moving into the mainstream of collective bargaining and organizing. In Massachusetts and nationwide, more and more unions are successfully making child care a key item in their agendas. You are a part of this growing movement. We encourage you to use this booklet in your organizing efforts. Please feel free to copy the booklet and distribute it widely. And good luck!

International Ladies Garment Workers Union (ILGWU) and the Garment Industry Day Care Center

Located in the heart of New York City's Chinatown is a model day care center which is funded by the union, the City, and the Greater Blouse, Skirt, and Undergarment Association, which represents 650 employers in the garment industry. During contract negotiations in 1982, Jay Mazur, then manager of the ILGWU, Local 23-25, proposed the funding of an employer-sponsored child care facility. The Association refused to respond to the issue during contract negotiations, but said they would discuss it after the contract was settled.

The seeds of worker support were planted as the ILGWU, Local 23-25 conducted a telephone survey of workers in the garment industry to assess the need for a child care. In a bustling neighborhood where there are 400 employers who average 40 employees each, nearly 1000 workers expressed the need for an affordable, quality child care center. The 18,000 members of ILGWU Local 23-25 earn approximately $6 an hour. Child care in New York averages $75-120 per week.

Discussions ensued between the union and the Association. The union reached out into the broader community where they found support and encouragement. The struggle was also aided by massive publicity from the dozen or so daily papers in Chinatown.

At the same time, the city of New York was trying to develop new models of employer-supported child care which involved a public/private partnership. With this blend of good timing, a commitment from the city, and pressure from the union and the community, a consortium came together to create the new child care center.

The employer association provided $60,000 for the center's first two years. The City covered the rest of the cost, which came to about $100,000. Parents pay for care on a sliding fee scale.

The center's 13-person Board of Directors, which includes 3 union members, has the heavy task of raising ongoing funds for the center. The Board also has the role of admitting families into the center by lottery, verifying that applicants are union members. There are 200 families currently on the waiting list.

What was the secret to the union's success? Clearly, community support played a major role. In addition, "The employers were vulnerable to public opinion," states ILGWU staffer Susan Cowell. "We had good PR. Also there are a number of employers who are committed to the center. They see it a personal thing. The center is so wonderful. The kids are so happy."

Involvement in the creation of the center has spurred Cowell into broader child care advocacy efforts. "The union feels that the solution (to the need for more child care) is more government funding."

Case Profile

Supporting the Establishment of Family Day Care Networks

As described earlier, family day care is provided in the home of the caregiver for up to six children. A family day care system is a network of family day care homes that are coordinated and administered by a private agency or organization. This agency or organization provides support, supervision, training, referrals, and handles the financial aspects of the program. An employer can subsidize a family day care system which in turn would create openings for the children of working parents, or an employer can provide the administrative functions for a family day care system.

Paula Xavier

Appendix

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A. Changing Face of the American Workforce
B. Indicators of Quality in Child Care Programs
C. Major Agencies Which Fund Child Care Services
D. Reducing the Cost of Care
E. Sample Contract Language
F. Sample Needs Assessments
G. Employer-Supported Child Care Programs in Massachusetts
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I. Bibliography

MIT's Network of Independent Family Day Care Providers (Non-union example)

According to Joanne Desiato, co-administrator of the MIT Child Care Office, the Massachusetts Institute of Technology has been involved in child care since the late 1940's. One of this office's many functions includes the coordination of a network of independent family day care providers. Students, faculty, and staff of MIT who need a family day care provider call or visit the office. The Office acts as a resource and referral service, helping parents find the care they want. States Desiato, "There are 50-60 providers on the list. Most live on campus in married student housing. All the providers are graduate student spouses."

The Child Care Office is available to help potential providers with the process of getting licensed by the Office for Children. Once an individual is licensed, they are listed with the Office. The Office does not monitor or evaluate family day care homes. They offer 6-8 workshops throughout the year on such issues as child development, discipline, and how to work with parents. Finally, they coordinate various activities for the providers and children such as weekly story hours, picnics, and field trips.

Case Profile

PROS:
- Many parents prefer family day care for infants.
- If the care is located near the workplace or home, it could be very convenient for workers.

CONS:
- Some parents prefer to have their children in an environment with more children, with access to more equipment and educational supplies.
- Family day care is a poorly-paid profession, thus leading to a high turnover rate, which affects the stability of the child care program.
- Administration of a family day care system by an employer may be difficult because of the high rate of provider turnover and subsequent administrative complexities, including the concern regarding liability.

5. Employers and Unions Advocating for Child Care Legislation

There are a number of major issues that have been identified by child care advocates working on legislative and budgetary priorities. It is critical that unions support these issues and encourage employers to join labor and the child care advocacy community in addressing these broader, systemic problems in the child care system. (See Building An Advocacy Agenda.)

Barbara Doherty

Developing a Strategy

We started organizing a year before (we got the state funds). The issue of day care brought the Alliance (SEIU 509, SEIU 285, AFSCME) together. We had an active women's committee. We put together a proposal that kept women's issues separate, rather than subsumed under sub-tables like alternative work schedules and overtime. For example, the state wanted concessions on sick leave. We didn't want parenting leave and sick leave to play off each other. (Ultimately) we got $150,000 from the state for a three year period (to develop child care initiatives).

Ann Marie McCarthy
SEIU 509 (representing state workers)

What are the Major Steps in Developing a Stategy?

The process of organizing around child care at the workplace is not an easy one. It involves building support among fellow workers, winning the employer's support, and developing support from the broader community. The previous sections of this booklet provide informational ammunition for this organizing drive. Here are some tips for developing a strategy.

Determining the Need and Developing Support

• Develop a Child Care Committee to take a leadership role. The purpose of this committee is to determine to what extent the lack of quality, affordable child care is a problem for its members. The committee should also inventory the available child care programs within the community. This information can be collected from the area Child Care Resource and Referral Agency (See Appendix H). They will know about the available openings and waiting lists for existing programs, including child care centers and family day care homes.

• The Committee should develop a plan to popularize the discussion of child care with the membership. This may include sponsoring presentations on child care issues, promoting child care through newsletters, and including child care in discussions at meetings.

• The Committee should develop a questionnaire, or needs assessment, to determine whether or not child care is a problem for its membership. This needs assessment could be carried out with a large group or with a small representative sample. The actual survey should be clear and simple. It may need to be developed in more than one language. Distribution of the survey may be done through a trusted individual such as the shop steward or business agent. Typically, surveys roughly yield a 15% return rate, so don't worry if you don't get more back. A less successful option is mail distribution.

Needs assessments should include questions regarding parents' needs for child care, their ability to pay for child care, their concern about location, as well as their concern about quality issues. (Surveys can be done by the union, the employer, or an outside consultant.)

Some common items to include in your needs assessment are:

• Is the employee planning to add to her or his family over the next year?
• What is the family's gross combined income? (Give ranges, if possible.) This will help you determine what a parent can afford to pay, with 10% being the amount parents typically can afford.
• What child care arrangements do parents currently make for their children during work hours?
• Do parents have difficulty finding child care?
• How do workers without child care needs feel about union negotiations for child care or work/family benefits?
• What type of child care benefit would your members prefer?
(Excerpted in part from *Child Care Options for the Workplace*, Executive Office of Labor)

(See Appendix F, pages 49-51, for sample needs assessments.)

• The Committee should aim to develop a broad base of support which includes those in the child care community. This may include the local Child Care Resource and Referral Agency, OFC's Council for Children Day Care Committees, and local advocacy groups.

• The Committee must gain support from members who do not have child care or other dependent care needs. You may win allies by pushing for demands that apply to care for other dependents (i.e., older parents) such as flex-time and sick leave time.

• Include a question on child care on the membership surveys done in preparation for contract negotiations.

Getting Your Case Together

• Determine the most appropriate child care option for your workplace, weighing the pros and cons of each, and determine its approximate cost.

• Research all possible sources of funding, including government, employer, union, and private foundations.

• Research possible contract language (See Appendix E and CLUW's Bargaining for Child Care) to provide for employer-supported child care as an employee benefit.

Building for Negotiations (Internal Organizing)

• Keep the issue alive within the union, as well as with the employer. This includes keeping everyone informed with report-backs to members about what is going on, public events to publicize the issue, and articles in local newsletters and the popular media.

• Keep drawing new members into your Child Care Committee. In organizing your committee, it is important to consider that often members with young children have a lot of demands on their time. Some unions have responded by making child care available or offering dinner to members and their children.

• Keep pressure on the employer.

Build Support in the Broader Community (External Organizing)

• Work with advocates, community organizations, and coalitions to develop support for your efforts.

• Develop a public relations strategy to publize your efforts.

At the Bargaining Table

• Often a first step at the bargaining table or even in advance of negotiations is the establishment of a labor-management committee on child care. This committee could lay the basis for the next contract negotiations, or its charge could include reopening negotiations with respect to child care issues. This committee doesn't cost the employer anything, and it allows for the discussion of a more substantial child care option to meet employees' needs. Unions may find a secret ally to develop a child care benefit in the ranks of management. (See Appendix E, page 44, for contract language.)

We got a lot of publicity. A dozen daily papers (in Chinatown, New York) covered our efforts to start the (Chinatown) day care center. A petition went to the shops and we got several thousand signatures.

Susan Cowell, International Ladies Garment Workers Union

• If such a committee is created, define its policy-making role as clearly as possible. Try to direct the outcome of its research, a deadline for when the committee will report back with recommendations, and who will bear the costs of surveys, workers' time out, etc. (Such a committee may wish to carry out a needs assessment if one has not already been executed.)

• Make sure union members on the negotiating team are well informed on the issues and feel involved.

• Carry out your most visible organizing during negotiations. You can post leaflets, wear colorful buttons, and collect signatures on petitions.

• Some arguments to use during negotiations include: reduced absenteeism and turnover; increased productivity; increased retention and morale, improved recruitment; enhanced public relations and company image; and tax benefits to the employer as well as the employees (i.e., DCAP).

• Don't be discouraged if you don't get results right away. Employers are resistant because of cost concerns. Ultimately a child care benefit will also benefit the employer.

After Negotiations

• Try to sustain the efforts with your members, with management, and within the community. Acknowledge and publicize the successes. Evaluate strengths and weaknesses.

(Sources: "Kids Are Everybody's Future," Local 399, SEIU, Joint Committee on Child Care, Los Angeles; "Organizing for Child Care at the Workplace," Executive Office of Labor; "Negotiating about Child Care: Issues and Options," AFSCME)

What are the Key Factors to Consider When Choosing an Option and Designing a Strategy for Your Workplace or Industry?

• Child Care needs of the workforce

What is the demographic composition of your workplace? Do workers need child care? What are the specific concerns of parent employees (i.e., cost, location, type of child care provided?) Do parents need care for infants, toddlers, preschoolers, or school-aged children? What kind of child care is preferable (i.e., family day care, center-based care)?

• Supply of child care in the community

Is there available child care in your community? What ages do the available programs serve? If necessary, is there a financial subsidy available at these programs? Are the child care programs conveniently located? Would the community welcome the creation of a new employer-supported child care program? Would the community welcome support for already-existing programs?

• Location of workforce

Are workers located in one major site? Are they located in scattered sites? How does this impact on the provision of child care?

• Projected demand for child care

Over the next five years, will the workforce still need child care services for young children? for school-aged children?

• Employer's philosophy

What is the philosophy of the employer? Does s/he favor creating programs which benefit workers? Does s/he or other top management have young children which may sensitize them to work/family issues?

• Strength of union in company

How strong is the internal organization of the union? Is there internal unity within the union to press the employer for a child care benefit? What is the potential of organizing a strong child care committee? Who are potential leaders? participants?

• High demand/low supply workforce

Are the workers in your industry in high demand? Is there a low supply of workers which the employer wants to hold onto?

• Recognition that there are problems with worker productivity, absenteeism, and high turnover due to child care problems

• Cost of child care option and benefits as perceived by employer

Do you think the employer would be willing to invest money into a child care benefit based on benefits s/he will reap (i.e., higher productivity, improved recruitment)? Does the employer perceive a need to enhance its public relations and company image?

• Employer's concern regarding liability issues

Are employers worried that they may be responsible for injuries to children in an on-site or near-site program?

According to a 1982 national study of employer involvement in childcare in which nearly 200 companies responded:

- 85% reported a positive impact on recruitment
- 53% reported lower absenteeism
- 90% reported improved employee morale
- 65% reported less turnover
- 49% reported increased productivity
- 85% reported improved public relations
- 83% reported increased employee work satisfaction
- 73% reported increased employee motivation
- 80% reported increased publicity

Source: Employer-Supported Childcare, Burud, Aschbacher, and McCrosky; Auburn Publishing Company

Developing a Strategy

- Employers' and workers' concern with equity issues

Are employers concerned about creating a benefit that will directly benefit only some workers? Are workers concerned about such equity issues? Would fellow workers support the incorporation of child care into your demands even if they may not directly be affected?

- Financial condition of company

What do you think the company can afford? Is it a large company which has a high or moderate profit margin? Is it a small company that barely breaks even?

- Centralized vs. decentralized decision-making

Where are decisions made regarding company policy? At a central level? In local offices? Where do you have to pinpoint your efforts in order to create a child care policy that affects the greatest number of workers?

Barbara Doherty

Massachusetts Unions Bargain for Child Care

If you really want to do something about child care, it has to be a priority from the beginning. If you throw it on the bargaining table as another item, it won't work. It can't be an afterthought. You have to build consciousness and support for your (child care) proposals within the workforce before you present them.

Ed Clark
International Vice President
Amalgamated Clothing and Textile Workers Union

A number of Massachusetts unions are actively organizing around child care and other work/family benefits. Some have won child care benefits through contract negotiations, and others are still in the process of building a campaign. Following is a brief outline of what is going on. The outline is not meant to be totally inclusive; rather, it paints a broad picture of the exciting efforts of local and statewide unions. (Please note that those synopses that have an asterisk (*) are included as detailed case profiles in the options section.)

Service Employees International Union (SEIU) Locals 509 and 285, and the American Federation of State, County, and Municipal Employees (AFSCME) Council 93 (the Alliance)

In 1986, the Alliance, which represents state workers, negotiated $150,000 (for a three-year period) from the Massachusetts state budget to be applied towards child care initiatives. The unions are interested in instituting a Dependent Care Assistance Plan, as well as opening a new day care center in a state-owned facility.

Contact: Fred Trustin, SEIU 509, Boston
Ann Marie McCarthy, SEIU 509, Boston

Amalgamated Clothing and Textile Workers (ACTWU)*

In 1985, ACTWU, in collaboration with Grieco Bros., was responsible for the start-up of the Merrimack River Child Care Center in Lawrence, Massachusetts which serves ACTWU employees.

Contacts: Ed Clark, ACTWU, North Dartmouth
Joe Piluso, ACTWU, Lawrence

International Union of Electronic, Electrical, Technical, Salaried and Machine Workers (IUE) Local 201

The Women's Committee from IUE 201 has been actively fighting for a child care benefit for several years at General Electric. They have done a feasibility study to assess the need.

Contact: Sue LeBlanc, IUE 201, Lynn

Utility Workers Union, Local 387

Currently, the Utility Workers Union, Local 387 is negotiating with Boston Edison to institute a Dependent Care Assistance Plan. The union hopes to have it begin in the fall, 1987.

Contact: Joe Faherty, UWUA 387, Boston

SEIU Local 285*

SEIU negotiates for work and family issues in every contract. In 1981, they were the initiators of an infant/toddler child care center at the Boston City Hospital which serves union members who work at the hospital. The union also has a number of contracts which include Dependent Care Assistance Plans, and many of their contracts include parenting leave.

Contact: Nancy Mills, SEIU 285, Boston

United Food and Commercial Workers Union, Local 1445*

UFCW has been successful in encouraging Filene's Department Store to participate in a Dependent Care Assistance Plan and negotiated a leave policy into their contract with Bradlee's.

Contact: Beppie McNally, UFCW 1445, Boston

Local 26, Hotel and Restaurant Employees Union

Local 26 has recently completed a survey of workers to assess the need for child care. The survey was carried out in four different languages.

Contact: Edye Merzer, HERE 26, Boston

Barbara Doherty

Building an Advocacy Agenda

Our aim is to strengthen the family. Now that almost everyone is in the workplace, society needs to ensure that working people are able to have children and be good parents. We are acknowledging that the world has changed and the rules that govern the workplace must adapt to families' needs.
Representative Mary Jane Gibson, Chair of the Parental Leave Commission

Unions and employers can't do it all. Government must take a stronger stance in supporting the needs of working families. Yet, under the current federal Administration, child care, like other social services and education, has experienced severe cuts. Unions and employers have a crucial role in advocating for affordable, quality child care, both on the statewide and on the national level.

The major issues in Massachusetts that child care advocates have been fighting for include:

• An increase in child care worker wages and upgrading of benefits

Nationally, 2/3 of child care workers earn poverty wages, contributing to a 42% turnover rate which seriously affects the quality of care. This compares with a turnover rate of 19.4% for all occupations. Low pay, lack of benefits, and stressful working conditions are the major reasons child care providers leave their jobs in such high numbers.

• Affordability of care for families

Many families cannot afford the cost of care, which ranges between $40-140/week. State subsidies do not apply to many low- and middle-income families whose incomes are between $20,000-50,000 annually.

• Expansion of available subsidized child care placements, or slots

It is estimated that nearly 60,000 eligible children under age 6 are not receiving child care services (infant, toddler, pre-school, and school-age care). Advocates are working to increase the number of slots for those who are income-eligible, as well as for teen parents.

• Additional state funding for training of child care workers

Research has shown that training is one of the key indicators which contributes to the quality of a child care program.

• Increases in the number of child care licensors to monitor the quality of care

In order to fulfill its mandate to license and monitor the quality of child care programs, the state Office for Children needs adequate funding.

A. The Changing Face of the American Workforce ...Demographic Arguments to Support Your Case

Our society is experiencing a major change in the nature of the workforce, with a steady increase in the number of women workers. Parenting is increasingly the task of a single parent, and whether families are comprised of one or two parents, those parents need to work for economic survival. Child care is the crucial support service which allows families to maintain stable employment. It is also a support service for families in stress. And of course, good quality child care promotes the development of children.

The 1950's Ozzie and Harriet image of the "traditional" 2-parent family headed by a sole male breadwinner was never a reality for some families, and is certainly far from the current reality. Only 10% of all American families currently fit this description. And yet public policy and the policy of many employers are based on this myth. Keeping the myth alive can only wreak havoc on the American family. We need new public policies that place a high priority on work and family issues. If our government truly wants to support the family, it must also support parental leave and quality child care programs which are crucial links in the continuum of maintaining a strong family structure.

• Today, women comprise nearly one-half of the labor force.

• Two out of every three persons entering the labor force are women, and 65% of all women between the ages of 16 and 64 are working. This compares with 54% in 1975 and 8.6% in 1940.

Women have always been workers, whether in the home or in the paid labor market. As the numbers of women in the paid labor force swell, we are also experiencing a shift from an industrial economy to a service economy. By 1990, service industries will employ almost three-quarters of the labor force. These are the workplaces which overwhelmingly employ women. Our economy is dependent on the labor of its female workers as well as its male workers.

• 68% of married women and 76% of all single women with children ages 6-17 are working.

• 58% of married women and 64% of all single women with children ages 3-5 are working.

• 51% of married women and 50% of all single women with children under 3 are working.

• Nearly 57% of all two-parent families would be living under the federal poverty line, if both parents were not working.

Women are having babies later in life, when they have already established seniority in the workforce. They should not have to sacrifice this in order to stay at home for a period of time with a new-born child. Research recommends that parents should have the option to be at home with a new baby for at least four months. At present, 60% of working women do not have any job-protected leave at the time of childbirth. Parental leave exists in over one hundred countries throughout the world, with the exceptions of South Africa and the U.S.

• Compared to 10 years ago, 30% more women are having their first baby after age 30.

• 48% of all women with children under one are working. This is a striking increase in the number of working women with infants.

• 90% of all women have or will have a child during their careers.

• Roughly one-half of all working women return to work after six months maternity leave.

Parents need child care services

• One-half of all parents have access to child care support from family members. This may be an arrangement with siblings, a spouse, or parents.

• One-half of all families choose "market" child care, with 22% choosing family day care (care of up to 6 children in the caretaker's home), 16% in day care centers, either full-day or part-time nursery, and 5.5% in in-home care, in which a caretaker provides care in the child's home.

• Research has shown that high quality child care is good for children. Conversely, poor quality care is bad for children. Factors associated with high quality care include staff/child ratio, group size, continuity of care (and therefore staff salaries which would discourage high staff turnover), the training of the child care workers, the design of the environment, a shared relationship with parents, and the "match" of the program to child needs.

The numbers of children are increasing. Because of this increase, the demand for child care programs has increased significantly and will continue to increase throughout this decade.

• The number of births during the 1980's will rise, averaging over 4 million births per year in the last half of the decade.

• By 1990 there will be over 23.3 million children under age 6, a 23% increase from 1980.

B. Indicators of Quality in Child Care Programs

What constitutes quality for children and parents may vary, based on their needs, values, and cultural orientation. Just as the needs of children and their families differ and parenting styles vary, there are also many different types of child care programs with different philosophies and approaches to meet those diverse needs.

While different philosophies and types of child care exist, there are some general standards and criteria by which the quality of these programs can be measured. Current research has documented common elements in quality child care programs.

- Group size is important. Small groups work best.
- Training is important, both for centers and family day care. Lack of specialized training can have negative effects.
- Staff/child ratios are very significant for infant care, and somewhat important for center care.
- Continuity of relationships is important. Continuity is frequently related to staff turnover, which is often caused by low wages in the child care profession.
- The design of the environment is important. Spaces which permit small-group activity have been shown to be better than large spaces with many children in one group.
- Parent involvement is important.
- Play-acting is important for child development. Programs should not deprive children of the right to play.
- The "match" of program to child needs is important. Different children thrive under different conditions, and it is important that there be a variety of options for parent choice and that parents be permitted such a choice.

(Source: "The Elements of Quality in Child Care," Professor Gwen Morgan, Wheelock College.)

In Massachusetts, the Office for Children's licensing regulations establish certain minimum standards that must be met by all child care programs. If a child care program receives state funds, it must meet additional standards of quality set by the Department of Social Services. For example, OFC's licensing regulations require child care centers to have a ratio of one staff person per ten children. DSS's standards require the staff/child ratio to be one staff person per eight children.

C. Major Agencies Which Fund Child Care Services

The major agencies which fund child care services in Massachusetts include:

- **The Department of Social Services (DSS)** funds child care contracts in community-based programs. To be eligible for DSS day care, a parent's income must be under 70% of the gross median income. (The parent may continue to receive a subsidy as the income increases to 115% of the gross median income.)

- **The Department of Public Welfare (DPW)** funds vouchers, or day care coupons, for parents who are enrolled in DPW's Employment and Training/CHOICES (ET) program. They may use these vouchers to purchase a slot in a child care center or in a family day care home.

- **The Department of Education (DOE)** funds kindergarten-1 programs, as well as child care programs which extend half-day programs in the public schools.

• **The Office for Children (OFC)** funds child care licensors, children's advocates, and the statewide network of child care resource and referral agencies (CCRR's), which assist parents in finding child care in their communities, work with employers, and assist in the development of new child care resources.

Other agencies which fund segments of the child care system include: the Executive Office of Communities and Development (EOCD) which funds renovation of buildings in public housing to be used as child care centers; and the Executive Office of Economic Affairs (EOEA) which provides technical assistance to employers who are interested in child care and publishes promotional materials to encourage employer involvement in child care.

In addition, the Massachusetts Industrial Finance Agency (MIFA) has set up a loan fund to support the development of corporate child care facilities. The loan fund is used for construction of new facilities as well as renovation of existing space, with a maximum of $250,000 targeted to smaller companies, consortia of companies, and non-profit organizations.

Finally, the majority of the cost of child care is paid for by parents. This is because child care is still not viewed as a universally-funded service as is public education. In addition to the above sources of financial support for child care, other major sources of subsidy may include employers, local cities and towns, foundations, and religious organizations.

D. Reducing the Cost of Care

There are several avenues to reducing the cost of child care:

• Child Care Tax Credit

All parents paying for child care costs are eligible for a tax credit for certain employment-related child and dependent care expenses. The maximum amount of tax credit is 30% of child care expenses for those who earn $10,000 or less, and reduces according to a sliding-scale formula until it reaches a limit of 20% of child care expenses for those who earn $30,000.

The credit may be based on child care expenses up to $2,400 for one child and $4,800 for 2 or more children. The credit is deducted directly from the amount of taxes due. For example, a working parent who earns $10,000 may claim 30% of the maximum of $2,400 for child care expenses, or $720, which is deducted directly from taxes due. This can be claimed on both the federal and state tax forms. (Simply attach Form 2441 to Form 1040 or 1040A.)

The sliding scale works according to the chart at right.

Income	Percent Credit	Maximum Tax Credit	
		1 child	2 or more
$10,000	30%	$720	$1,440
14,000	28%	672	1,344
16,000	27%	624	1,296
18,000	26%	624	1,248
22,000	24%	576	1,152
24,000	23%	552	1,104
26,000	22%	528	1,056
28,000	21%	504	1,008
30,000	20%	480	906

• State Subsidies

As mentioned earlier, the state subsidizes the costs of child care for income-eligible families on a sliding fee scale. For example, a family of three earning $17,292 would be eligible for a state subsidy. They would continue to receive a subsidy until their income surpassed $24,696. The tuition for child care

would increase as a family's earnings increased. In order to get a state-subsidized slot, parents must go directly to a child care center which has either a DSS contract or DPW vouchers.

• Private funding directly to child care programs

A child care provider may pursue funding from private sources (i.e., United Way, foundations) which defrays the cost of care for parents.

• Employer support

There are a number of ways in which an employer may support the child care needs of working parents, including leave policies, provision of child care information and referral, and directly subsidizing the cost of child care. (See chapter on Options for Employer Support of Child Care.)

E. Sample Contract Language

Bargaining for Child Care, written by the New York City Chapter of the Coalition for Labor Union Women (CLUW), provides a succinct guide to unions involved in negotiating for child care. Following are excerpts from the booklet:

(Please note that the full booklet may be purchased for $5 from the National CLUW Office, 15 Union Square, New York, N.Y. 10003.)

CLUW Committee Draft for Creation of a Joint Labor/ Management Child Committee:

The Union and the Employer, recognizing that working parents have special needs, agree to establish a Joint Labor-Management Committee, consisting of three management representatives and three Union representatives appointed by the Union's chief bargaining representative, to assess the needs of working parents in the bargaining unit and to develop alternative programs to meet the needs.

The Committee shall meet during working hours. All unit members shall receive their normal compensation for time spent on Committee work. The Employer shall bear all the costs of the Committee's work, including but not limited to compensation for consultants, if needed, research expenses and lost time for all participants in the research effort.

The Committee shall first develop a questionnaire or other survey to determine the ages of children of employees, the hours during which child care is presently utilized and the additional hours during which it is needed, cost, location, type, and quality of present child care arrangements, and preferences for alternatives, including adjustments in work schedules, leave provisions, or other terms or conditions of employment. The Committee or its designee(s) will meet with groups of employees during normal working hours at Company expense to explain the questionnaire and assist in its completion.

In addition to compiling survey results, the Committee will research child care availability in the community, sources of

additional clients for existing or potential new facilities or programs, sources of funding, and the impact of child care problems on the employer's operations.

The Committe will present its findings with respect to needs within three months of the date of this Agreement. Within three months thereafter, the Committee shall present the Employer and the Union with alternative recommendations for meeting the child care needs of bargaining unit members, including cost analysis of each alternative. The reports of the Committee shall be disseminated at the Employer's expense.

The Employer agrees to reopen negotiations with respect to issues raised in the Committee's report at the request of the Union.

CLUW Committee Draft for Parental Leave:

The Employer shall grant leave to an employee because of childbirth or adoption on the following basis:

a. Leave with full pay and benefits, including accrual of service credit, for any period of time during pregnancy during which the employee's physician certifies that she is disabled from working.

b. Six months leave with full pay and benefits, including accrual of service credit, for either parent of a newborn or newly adopted child.

c. Leave without pay for up to two years for child care purposes for either parent, upon submission of a written request. The employee may take any accrued vacation during such leave, and shall have the right to continue medical coverage and all other employer-paid fringe benefits at his or her own expense during said leave. Upon return to work, the employee shall be restored to his or her former position, location and shift or, if that job no longer exists, to the most nearly comparable position. Such period of unpaid leave shall not be deemed a break in service for any employment-related purpose.

CLUW Committee Draft for Utilizing Sick Time to Care for Family Members:

Any sick days or sick leave available to the employee may be utilized to care for a family member who is ill. Unpaid or personal leave may be used for the employee's or family member's medical appointments and emergencies.

The employer recognizing the impact of family care needs on workers' health and productivity, shall provide one leave day with pay when an employee is forced to make alternate family care arrangements in an emergency.

CLUW Committee Draft on Flextime and Other Alternative Work Schedules:

The Employer and the Union agree to establish a joint labor/ management Alternative Work Schedules Committee for the

study and implementation of proposals for alternative work schedules, which may include: staggered hours, flextime, compressed work week, and/or job-sharing. The Committee shall work with each office/department/agency for which alternative work schedules have been proposed to develop a mutually acceptable plan and pilot implementation program. Through the Committee, either party may request termination of the program at a location.

CLUW Committee Draft on Parenting Seminars:

In light of the challenges and potential conflicts facing workers with young children, a Joint Labor-Management Committee will be established to develop seminar series to respond to needs identified by the parents. The committee will determine the topics and schedule for the seminars, based on needs assessments performed before and after each series of programs. Among the topics that may be considered are child development, selection of quality child care, coping with work and family, exercise for parents and child, and other topics developed by the Committee. All costs connected with the seminars, including outside consultants, will be borne by the Employer. Each series will consist of at least three seminars. If parents indicate an interest in holding more informal discussion groups, the Committee will provide space and other arrangements to facilitate meetings of parent groups on an ongoing basis.

Committee meetings and any parenting seminars will be held during work time. All participants will receive their regular wages for time spent in planning or attending parenting seminars.

CLUW Committee Draft for Child Care Resource and Referral Services:

A Child Care Resource and Referral Service will provide the following services at the Employer's expense:

1. Consultation on child care options and how to select quality care.

2. Written, up-to-date information available to all employees on all child care services within the area around the workplace from which employees are drawn. Listed services will include licensed child care centers, family child care providers, after-school, vacation, and summer day camp programs. The service shall make readily available to all employees information on all available child care providers, including hours and months of operation, ages and numbers of children served, nature of services, including staffing levels, meals provided, and costs.

3. Access for each employee to call or visit the resource and referral services, on Company time if necessary, to consult with a counselor for assistance with child care options or to discuss child care concerns.

4. A statistical summary for the Employer and the Union of utilization of the service by employees.

CLUW Committee Draft for the Creation of a Child Care Center or Employer Subsidy of Care:

Recognizing the needs of working parents and their valued role in the workforce, the Employer agrees to provide quality child care for dependent children of employees from infancy through age 15, during such hours as their parent(s) is required to work. Each employee making use of Employer-provided child care pursuant to this provision may be asked to contribute no more than $20 per week per child to the cost of care.

When there are 10 or more children requiring care at any work location, the Employer shall provide an on-site child care facility at that location. When there are fewer than 10 children requiring care at one location, the Employer may provide an on site child care facility at a location convenient to two or more work sites, contract with a child care center in the vicinity to serve employees' children, or reimburse the employee for child care up to the amount that would be spent for on-site care. The employee shall have the right to choose the facility for his or her children.

A Joint Labor-Management Committee shall be established to oversee all aspects of the child care program.

Model Language from *Local Union Guide for Establishing Child Care Centers*, by Carol Haddad:

Research:

The employer, recognizing the needs of working parents, agrees to the establishment of a Child Care Committee consisting of an equal number of employee and employer representatives responsible for researching and developing a child care facility. Provisions will be made to allow Committee members to perform their functions within reason during working hours and without loss of pay.

The Child Care Committee shall complete its research and develop a model for a child care facility no later than three (3) months after the effective date of this agreement. Such facility will become operational no later than six (6) months after the effective date of this agreement. These time limits may be waived by mutual consent of the parties to this agreement.

The Committee shall be responsible for the administration of the child care facility.

Financing:

The employer will provide initial financing of the costs of such a (child care) facility; employees whose children are enrolled will contribute a minimal amount of $_____weekly towards maintenance costs, with employer absorbing the rest. Child care facilities will meet minimum state licensing requirements...with respect to staffing ratio, health and safety, and other pertinent areas.

CLUW Committee Draft for Employer's Ongoing Contributions to Community-based Child Care Facilities:

Recognizing the needs of workers for adequate child care and the Employer's limited ability to fund a child care facility, the Employer agrees to provide any or all of the following to any child care center providing services to 10 or more children of its employees:

1. All necessary furniture and equipment for the child care facility.
2. Professional and consulting services to the child care facility including legal service, accounting, personnel support, and insurance advice and protection.
3. Use of a section of the employee cafeteria at mealtime by the child care facility.
4. Use of the employee medical facility in case of illness of a child or a staff member of the child care facility.

The Employer also agrees to finance a training program annually, available at no cost, to any family day care provider serving at least one child of an employee.

F. Sample Needs Assessments

While the assessments on the next few pages are useful examples of typical questions and formats, each needs assessment must be tailored to the individual workforce and company to produce maximum results.

DAY CARE NEEDS

1. Do you have children under 12 years of age?
Yes ___ No ___ How Many? ___

2. What are the ages of your children?
a ___ under 9 months
b ___ under 2 years
c ___ 2 - 3 years of age
d ___ 3 - 4 years of age
e ___ 4 - 5 years of age
f ___ 5 - 6 years of age
g ___ 6 - 12 years of age

3. What type of child care arrangements have you made?
a ___ child care center
b ___ relative or friend
c ___ family day care
d ___ babysitter
other _____

4. What are you currently paying (per child) for child care ?
a ___ under $50 per week
b ___ $60 - 70 per week
c ___ $70 - $80 per week
d ___ $80 - 90 per week
e ___ $90 - 100 per week
f ___ $100 - 110 per week
g ___ $110 - 120 per week
h ___ $120 - 130 per week

5. Are you satisfied with your child care arrangements?
Yes ___ No ___ If no, please give the reasons.
_____
_____
_____

6. If a quality day care program were to open within one-half mile of the GE Riverworks Plant, cost $80-90 per week for pre-school tuition, and $100 -120 per week for infants and toddlers, would you use the service?
a ___ yes definitely
b ___ yes probably
c ___ yes possibly
d ___ undecided
e ___ probably not
f ___ definitely not

7. At what times do you generally need, or anticipate needing, child care?
Circle Days: M T W T F Typical Arrival Time _____ am/pm Typical Departure Time _____ am/pm

8. If a part-time program were available in the afternoon to cover the time of shift change, would you use it?
Yes ___ No ___

9. If the center were open during second and third shift hours, would you use it?
Yes ___ No ___

10. What are the most important aspects of child care to you?_____
_____
_____

11. If a special place were available in the day care center for the care of sick children, at an extra charge of $20-35 per day, would you use the service?
Yes ___ No ___
Please tell us why _____

12. If a private elementary school were available would you use it?
a ___ yes definitely
b ___ yes probably
c ___ yes probably
d ___ undecided
e ___ probably not
f ___ definitely not

13. Do you have a need for a special care program? (Handicapped)
Yes ___ No ___ If yes, what kind? _____

Are you a member of: Local 201 ___ Local 149 ___ Management ___ Local 142 ___
Other _____

Please check the plant location where you are currently working:
Riverworks/West Lynn ___ Everett/Medford ___ Wilmington ___

Courtesy of IUE Local 201

CHILD CARE SURVEY

1. I work at
- ☐ Bellflower
- ☐ L.A. Medical Center
- ☐ Regional Office

2. I work
- ☐ Full-time
- ☐ Part-time

3. My shift is
- ☐ Days
- ☐ Evenings
- ☐ Nights

4. My union is
- ☐ Local 399
- ☐ Local 535
- ☐ Other. Which _____
- ☐ Exempt Employee

5. Do you have children/grandchildren
- ☐ Yes
- ☐ No
- ☐ Plan to in next 3 years

If you do not have children/grandchildren in your care, skip to question #19 on reverse side.

If you plan to have children in the next three years, please skip to question #19 and comment on what type of child care you plan to use:

Please complete all information below

6. How many children/grandchildren do you have in your care? _____

7. Who cares for your children/grandchildren while you are at work?

Ages of Children	Number of children	Spouse	Family/ Relative	Babysitter	Child Care Center	Licensed Family Home	No Supervised Care
0-2							
3-5							
6-9							
9-12							
over 12							

8. How many hours per week do you use child care (including spouse)?

Ages of Children	Less than 20 hours	20-45 hours	more than 45 hours
0-2			
3-5			
6-9			
9-12			
over 12			

9. How much do you pay for each child/grandchild per week for child care?

Ages of Children	$0	$1-$20 per child	$21-$31 per child	$31-$40 per child	$41-$50 per child	over $50 per child
0-2						
3-5						
6-9						
9-12						
over 12						

Courtesy of Services Employees International Union, Local 399

CHILD CARE SURVEY (page 2)

10. Would you like to change your present child care arrangements?

11. If you had to or were to change arrangements, what kind of child care arrangements would you most prefer? Indicate 1st choice by "1" and 2nd choice by "2".

Ages of Children	Child Care Center near job site	Child Care Center near home	Babysitter	Licensed Family Home	Family/ Relative	Other
0-2						
3-5						
6-9						
9-12						
over 12						

12. What is the most you would pay for convenient quality child care of your choice?

- ☐ Less than $20 per week per child
- ☐ $21-30 per week per child
- ☐ $31-40 per week per child
- ☐ $41-50 per week
- ☐ More than $50 per week per child

13. If you had your choice of child care, would you work a different schedule?

- ☐ Full-time, rather than part-time?
- ☐ Nights, rather than days or evenings?
- ☐ More weekends?
- ☐ More overtime?
- ☐ More evenings than days?
- ☐ No, would continue working my present schedule.

14. If you had your choice of child care, would you have less time missed from work?

- ☐ Yes
- ☐ No

15. Please check which days you would need child care.

- ☐ Monday
- ☐ Tuesday
- ☐ Wednesday
- ☐ Thursday
- ☐ Friday
- ☐ Saturday
- ☐ Sunday
- ☐ Alternating weekends or weekdays
- ☐ Summer Vacations

16. Please check which time periods you would need child care

- ☐ Days
- ☐ Evenings
- ☐ Nights

17. If you are not using a child care center, please check the reason(s)

- ☐ Cost
- ☐ Transportation problems
- ☐ On a waiting list
- ☐ Can't find infant care
- ☐ Other, explain _____
- ☐ Prefer home arrangement
- ☐ Have not found convenient, quality center
- ☐ Not aware of what is available.

18. Do you have arrangements for hild care when your child is sick?

- ☐ Yes
- ☐ No

19. Do you have any comments to make?

Thank you for answering the survey. Please return completed survey to the special box in your area or through interoffice mail to Joint Committee on Child Care, Personnel Administration, 4747 Sunset, by Feb. 27th or give to committee representatives at your center today.

G. Employer-Supported Child Care Programs in Massachusetts*

Abt Associates (Cambridge)	Charitable contributions
Artificial Intelligence (Waltham)	Resource and referral program
Bank of Boston (Boston)	Information and referral program
Bank of New England (Malden)	Information and referral program
Berkshire Life Insurance (Pittsfield)	On-site center
Beverly Hospital (Beverly)	On-site center
Bolt, Beranek, and Newman (Cambridge)	Charitable contributions
Boston City Hospital (Boston)	On-site center
Boston NDEA (Boston)	Resource and referral program
Boston University (Boston)	On-site center
Brandeis University (Waltham)	On-site center
Burbank Hospital (Fitchburg)	On-site center
Cambridge Development Lab (Cambridge)	Resource and referral program
Cambridge Rindge and Latin High School (Cambridge)	On-site center
Cambridge School (Weston)	On-site center
Channing L. Bete Company (South Deerfield)	Resource and referral program
Commerce Insurance (Webster)	On-site center
Consolidated Group (Framingham)	Voucher program
Eastern Uniform Company (Norwell)	On-site center
Exxon	Parent education
Family Services Association of Greater Boston (Greater Boston Area)	DCAP
Faxon Company (Westwood)	Resource and referral program
Federal Reserve Bank (Boston)	Information and referral program
Filene's (Boston)	Dependent Care Assistance Plan
Flatley Company (Braintree)	On-site center
General Electric (Lynn)	Charitable contribution
Genrad (Waltham)	Flexible benefits
Gillette Company (Boston)	Resource and referral program
Government Center Child Care (Boston)	On-site center

Graphic Communications (Burlington)	Resource and referral program
Greater Quincy Day Care (Quincy)	On-site center
Grieco Brothers (Lawrence)	On-site center
GTE (Waltham)	Resource and referral program
Harvard University Child Care Office (Cambridge)	7 on-site centers
Henco Software (Waltham)	Resource and referral program
Hill Holliday Connors Cosmopoulos (Boston)	On-site center
Honeywell Program (Waltham)	Dependent Care Assistance
IBM (nation-wide)	Resource and referral program
Information Resources (Waltham)	Resource and referral program
International Paper	Parent education
Job Options Incorporated (Lynn)	On-site center
John Hancock Mutual Life Insurance Company (Boston)	Charitable contribution
The Humphrey Occupational Resource Center (Boston)	On-site center
Liberty Mutual (Boston)	Resource and referral program
Lotus (Cambridge)	Resource and referral program
Lowell General Hospital (Lowell)	On-site program
Marlborough Hospital (Marlborough)	DCAP
MASCO Child Care Center (Boston)	On-site center
MASSPORT (Boston)	Resource and referral program On-site center
Massachusetts Hospital School (Canton)	On-site center
Massachusetts Institute of Technology (Cambridge)	On-site center, resource and referral program, network of family providers
Massachusetts Mutual (Springfield)	Near-site center
McCormack and Dodge (Natick)	Resource and referral program
Meditech (Watertown)	Resource and referral program
Mitre (Bedford)	Resource and referral program
New England Life Insurance Company (Boston)	Resource and referral program
New England Memorial Hospital (Stoneham)	On-site center
New England Merchants Bank	Parent education
New England Telephone (state-wide)	Charitable contributions

Newton-Wellesley Hospital (Newton)	On-site center
North Shore Children's Hospital (Peabody)	On-site center
Northeastern University (Boston)	On-site center
Oxfam America (Boston)	DCAP
Paul Revere Insurance (Worcester)	Resource and referral program
Phillip Morris	Parent education
Polaroid Corporation (Cambridge)	Voucher program
Polaroid Corporation (New Bedford)	Information and referral program
Prime (Natick)	Resource and referral program
Professional Council (Waltham)	Resource and referral program
Prospect Hill (Waltham)	On-site center, resource and referral program
Ring Nursing Home Day Care Center (Springfield)	On-site center
Saint Elizabeth's Hospital (Brighton)	Near-site center
Sasaki Associates (Watertown)	Resource and referral program
Lemuel Shattuck Hospital (Jamaica Plain)	On-site center
South Shore Hospital (S. Weymouth)	DCAP
Southeastern Massachusetts University (Dartmouth)	On-site center
Southern Berkshire Educational Collaborative (Stockbridge)	On-site center
Springfield Institution for Savings (Springfield)	Reimbursement program
State Street Bank (Boston)	Resource and referral program and flexible benefits
Stride Rite Children's Center (Cambridge and Boston)	On-site centers
Tufts University (Medford)	On-site center
YOU, Inc.	Network of family providers
Veterans Adminstration Hospital (Brockton)	On-site center
Wang Laboratories (Lowell)	Near-site center
Welch Nursing Homes (Braintree/Weymouth)	On-site center
Wellesley College (Wellesley)	On-site center
WGBH (Cambridge)	Resource and referral center
Williams College (Williamstown)	On-site center
Zayre Corporation (Natick)	Voucher program

**excerpted from Corporate Child Care Program packet, Executive Office of Economic Affairs; list may not be totally inclusive*

H.
Office for Children Child Care Resource and Referral Programs

The Child Care Resource and Referral Agencies can provide your group with useful information about existing child care resources in your area.

Area Served	CCRR Program
Berkshire County	RESOURCES FOR CHILD CARE (Child Care of the Berkshires, Inc.) 311 North Street Pittsfield, MA 01201 (413) 443-7830
Hampshire and Franklin Counties	CHILD CARE FOCUS (Hampshire Community Action Commission) Box 7 Northampton, MA 01060 (413) 586-4940
Springfield, Westfield, Central Pioneer Valley	PRESCHOOL ENRICHMENT TEAM 276 High Street Holyoke, MA 01040 (413) 536-3900
Wachusett, North Central	CHILD CARE RESOURCES (Children's Aid and Family Services) 435 Main Street Fitchburg, MA 01420 (617) 343-7395
Greater Worcester, Blackstone Valley, South Central	CHILD CARE CONNECTION (United Way of Central Mass) 484 Main Street Worcester, MA 02608 (617) 757-5631
Lawrence, North Essex	CHILD CARE CIRCUIT (Community Day Care of Lawrence) 190 Hampshire Street Lawrence, MA 01840 (617) 686-4288
Lynn, Heritage, Cape Ann	CHILD CARE CIRCUIT 88 Broad Street Lynn, MA 01902 (617) 592-8440
Tri-City, Eastern Middlesex	CHILD CARE CIRCUIT 388 Pleasant Street Malden, MA 02148 (617) 324-1262
Waltham, Concord-Assabet, Mystic Valley	CHILD CARE SEARCH (Community Teamwork, Inc.) 11 Carter Street Waltham, MA 02154 (617) 324-1262
Greater Lowell	CHILD CARE SEARCH 11 Kearney Square Lowell, MA 01852 (617) 452-6445

South Middlesex, Greater Marlboro	CHILD CARE SEARCH 276 Union Avenue Framingham, MA 01701 (617) 547-1063
Cambridge/Somerville, West Suburban, Belmont/Watertown	CHILD CARE RESOURCE CENTER 552 Massachusetts Avenue Cambridge, MA 02139 (617) 547-1063
Boston, Chelsea, Revere, Winthrop	CHILD CARE RESOURCE CENTER 1485 Dorchester Avenue Dorchester,MA 02122 (617) 547-1063
South Shore, Coastline, Plymouth	COMMUNITY CARE FOR KIDS (Quincy Community Action Organization) 1509 Hancock Street Quincy, MA 02169 (617) 479-8181
New Bedford	CHILD CARE RESOURCE EXCHANGE (PACE, Inc.) 4 Park Place New Bedford, MA 02742 (617) 999-9930 1-800-338-1719
Cape and the Islands	CHILD CARE RESOURCE EXCHANGE 77 High School Road Extension Hyannis, MA 02601 (617) 771-0141 1-800-352-3153
Fall River, Taunton	CHILDCARE RESOURCE CONNECTION (Commonwealth Family Childcare) 17 Tremont Street Taunton,MA 02780 (617) 823-9118 (Taunton) (617) 675-9283 (Fall River)
Brockton, South Norfolk, Attleboro	HOME/HEALTH AND CHILD CARE SERVICES 15A Bolton Place Brockton, MA (617) 588-6070

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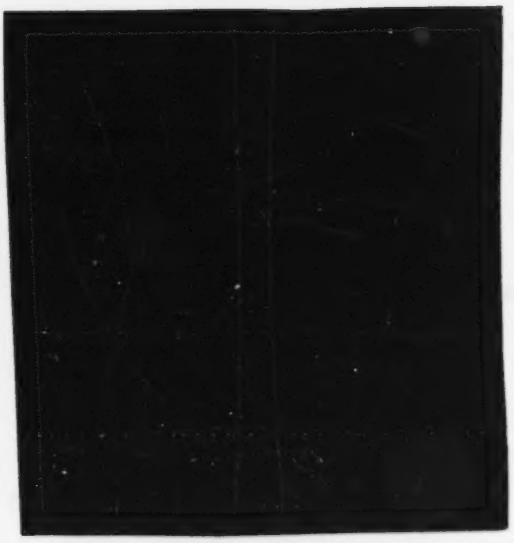

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